



# Motivating The Masses at Colonial Pipeline

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David Mitchell



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Colonial Pipeline Company

# Company Profile

- Largest refined products pipeline
- Approximately 5500 miles
- From Houston to Linden, NJ
- Approximately 700 employees
- 80 million gal/day



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# Company Desires

- Place safety first
- Be error free and spill free
- Be a learning organization
- Have a reporting culture
- Continuously improve



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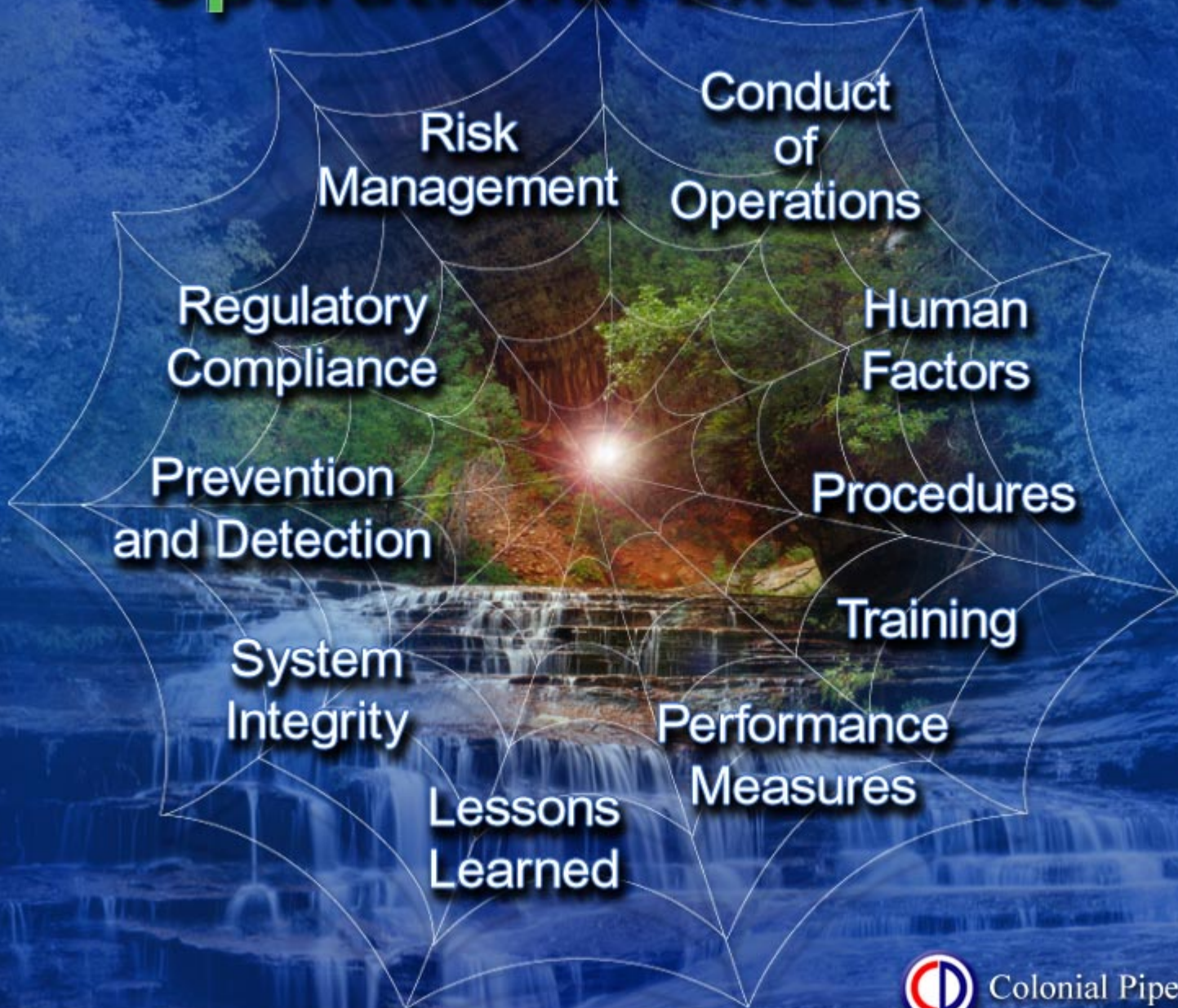
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# Operational Excellence



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# Holistic approach to Lessons Learned

- Lessons Learned
- Near Misses
- Performance Improvement Recommendation
- Corrective Actions
- Root Cause Analysis
- Human Factors



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# Our First LL Program

**Collect information  
and  
Write Lessons**



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# Our First LL Program

**Participation  
through force**  
**(Mandate Reporting)**

**Collect information  
and  
Write LL**



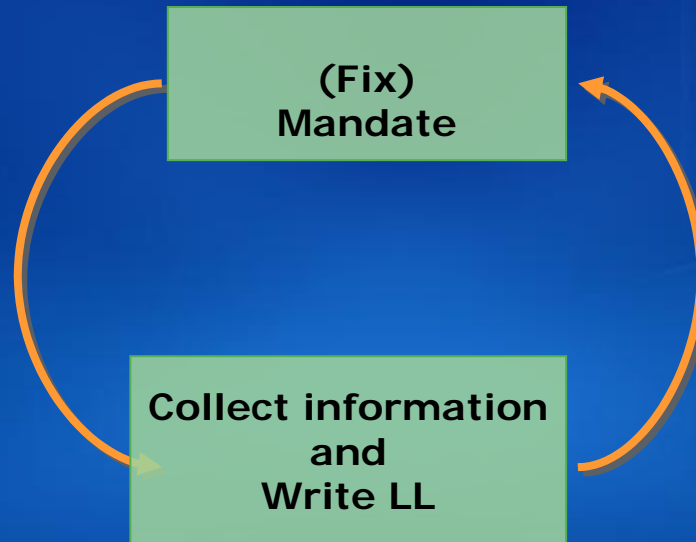
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# Our First LL Program



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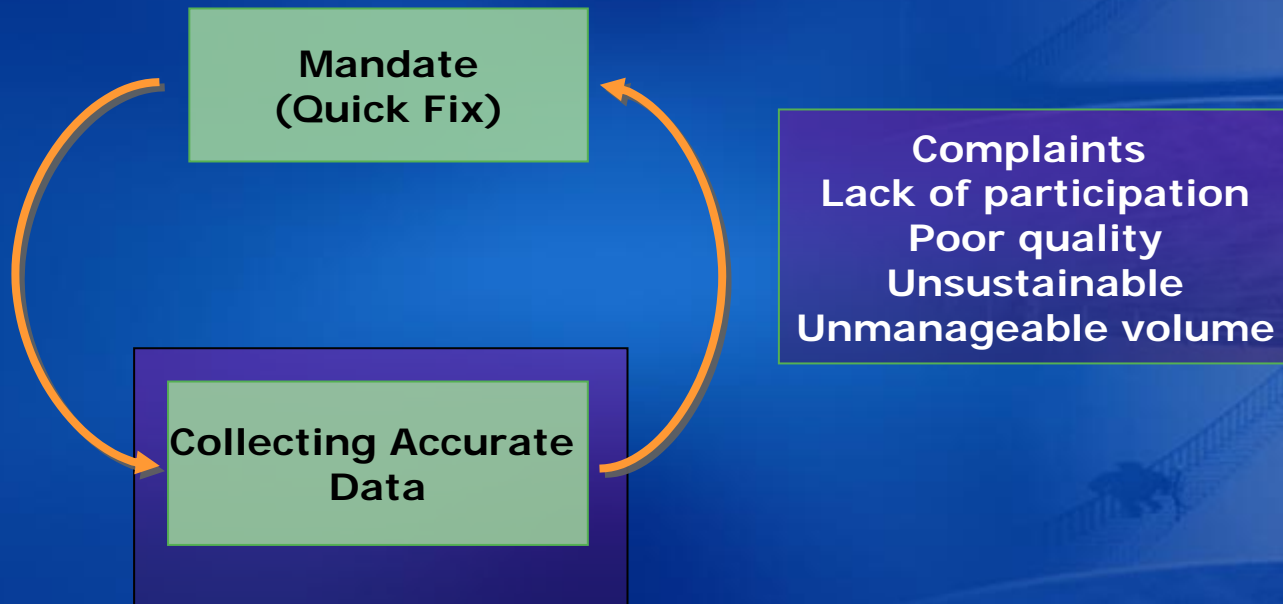


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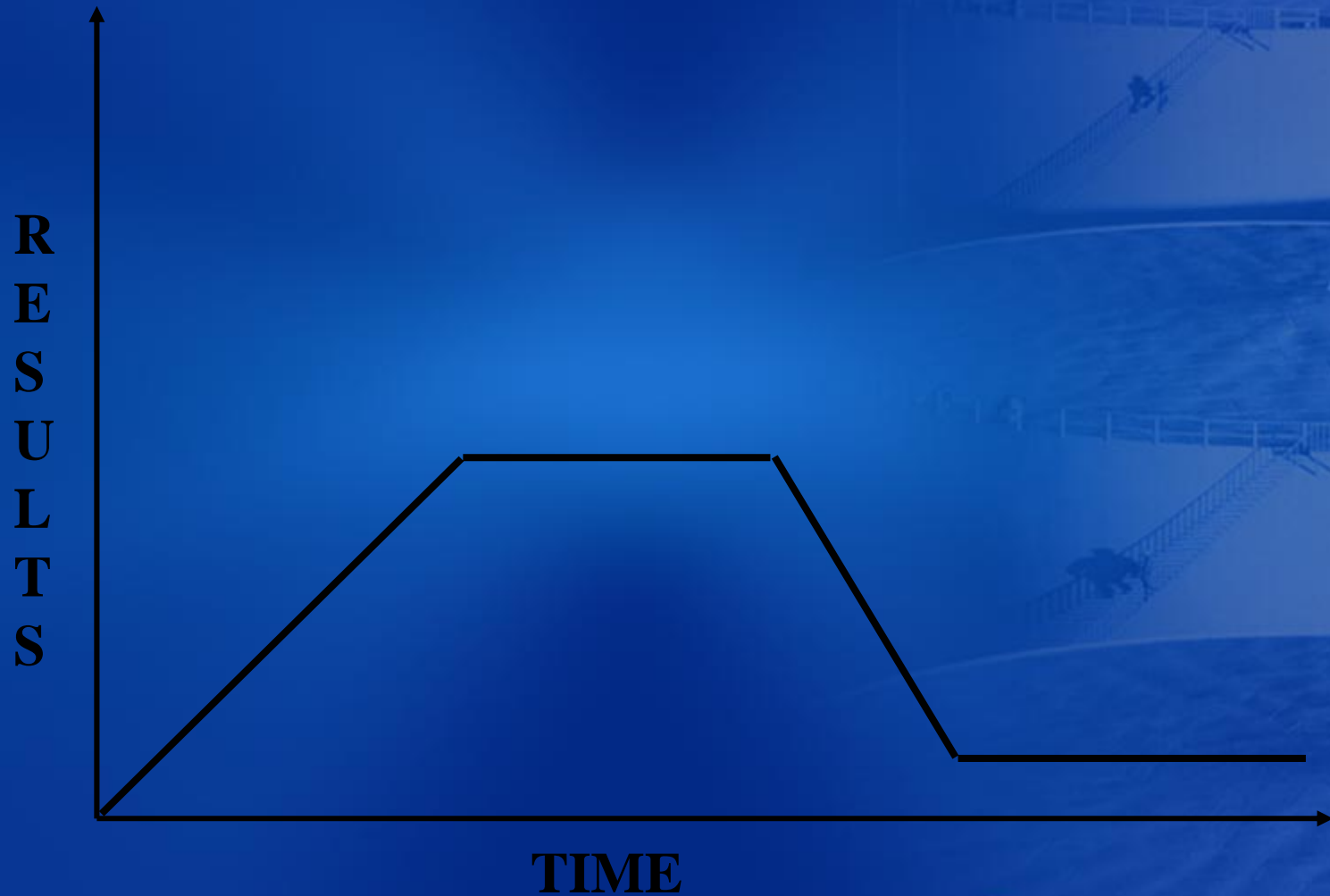
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# Unintended Consequences



# The Result



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# How we Thought

- The connection between problems and their causes is obvious and easy to trace.
- Others, either within or outside our organization, are to blame for our problems and they must change.
- A policies designed to achieve short term success will also assure long term success.
- In order to optimize the whole, we must optimize the parts.
- Aggressively tackle independent initiatives simultaneously.





# How we Think

- The connection between problems and their causes is obvious and easy to trace.
  - Others, either within or outside our organization, are to blame for our problems and they must change.
  - A policies designed to achieve short term success will also assure long term success.
  - In order to optimize the whole, we must optimize the parts.
  - Aggressively tackle independent initiatives simultaneously.
- The relationship between problems and their causes is indirect and not obvious.
  - We unwittingly create our own problems and have significant control or influence in solving them (our own behavior).
  - Most quick fixes have unintended consequences.
  - In order to optimize the whole, we must improve relationships among the parts.
  - Only a few key coordinated changes sustained over time will produce large systems change.



# Developing an Intervention



# Developing an Intervention

Website

Collecting accurate data



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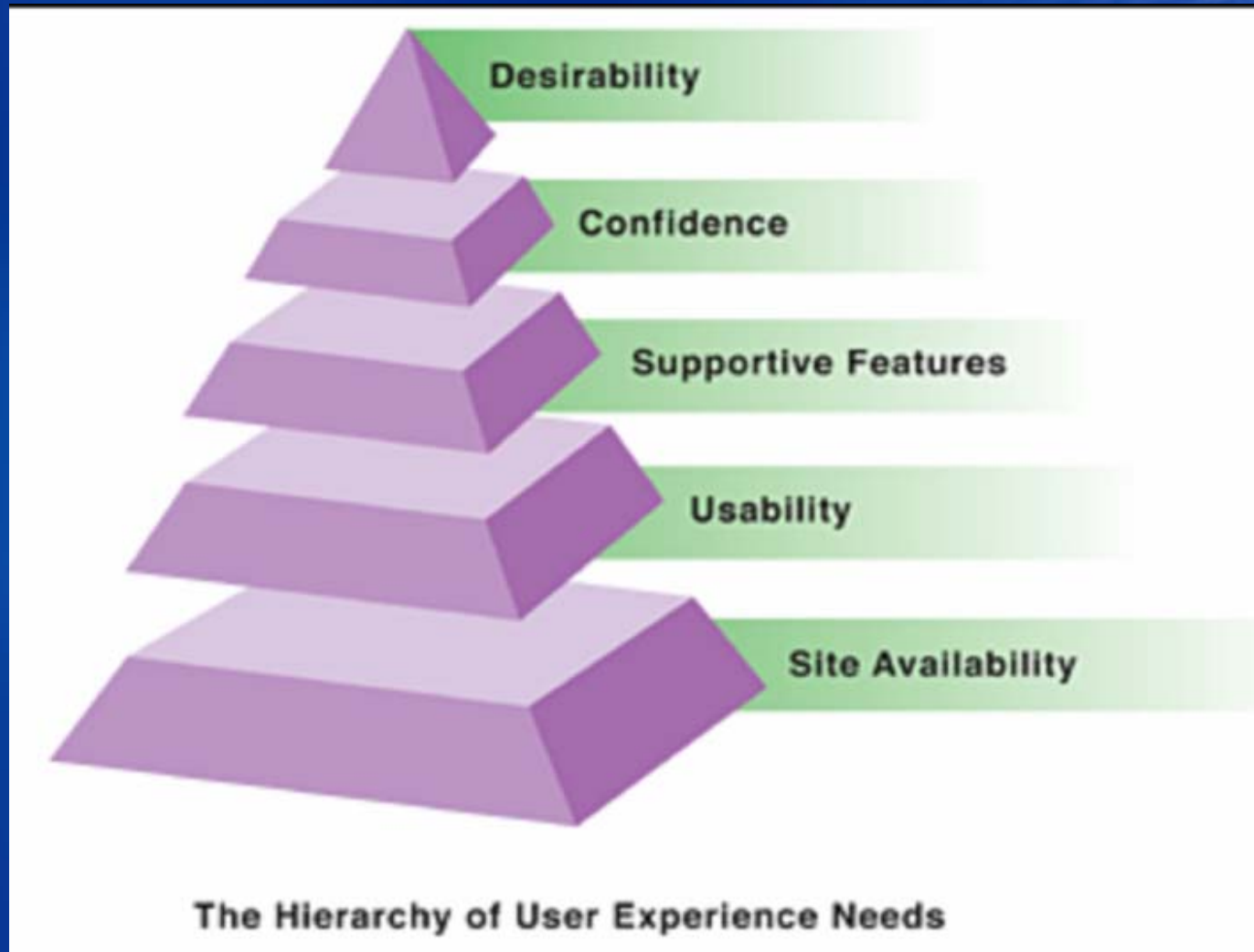
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# Developing an Intervention



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# Developing an Intervention

Website

Developing a Just Culture

Collecting accurate data



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# Developing an Intervention

Website

Developing a Just Culture

Collecting accurate data

Celebrate What's Right



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# Developing an Intervention

Website

Developing a Just Culture

Collecting accurate data

Celebrate What's Right

Support Teams



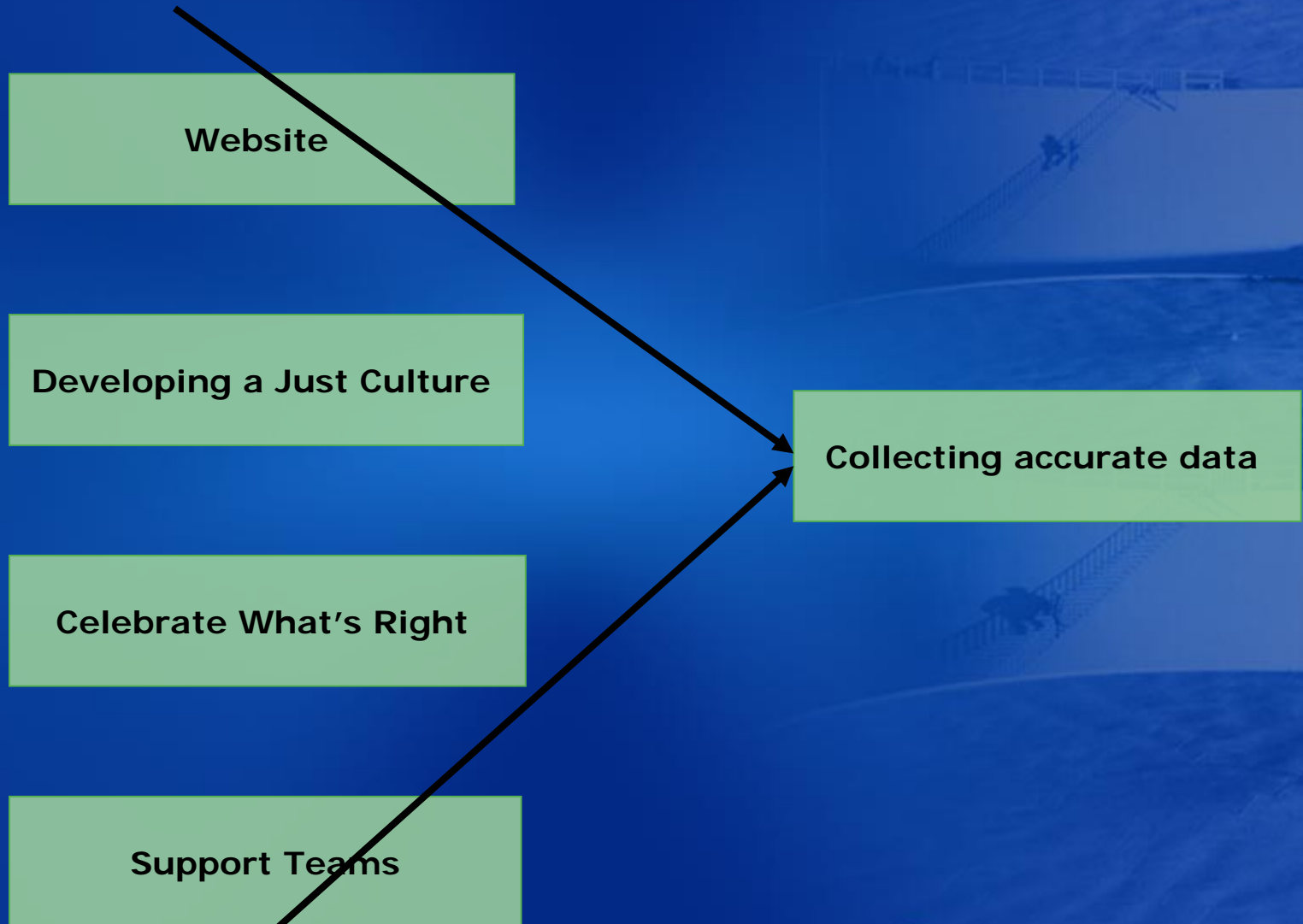
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# Focusing Question





# Developing an Intervention

Problem



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# Developing an Intervention

Collecting Accurate Data



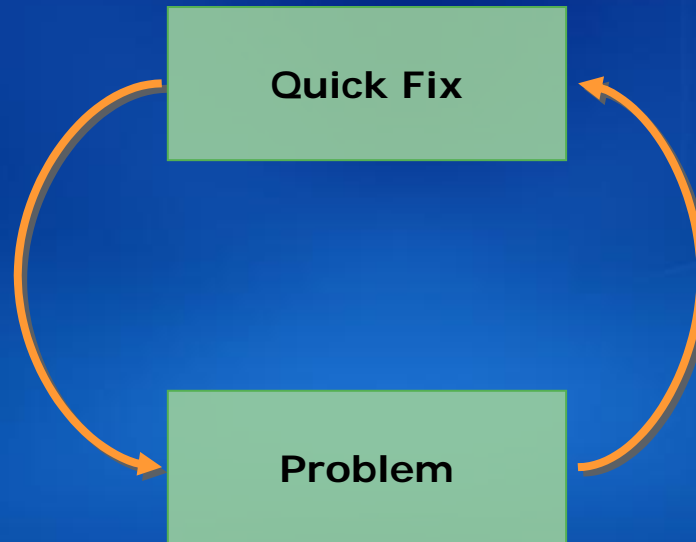
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# Developing an Intervention



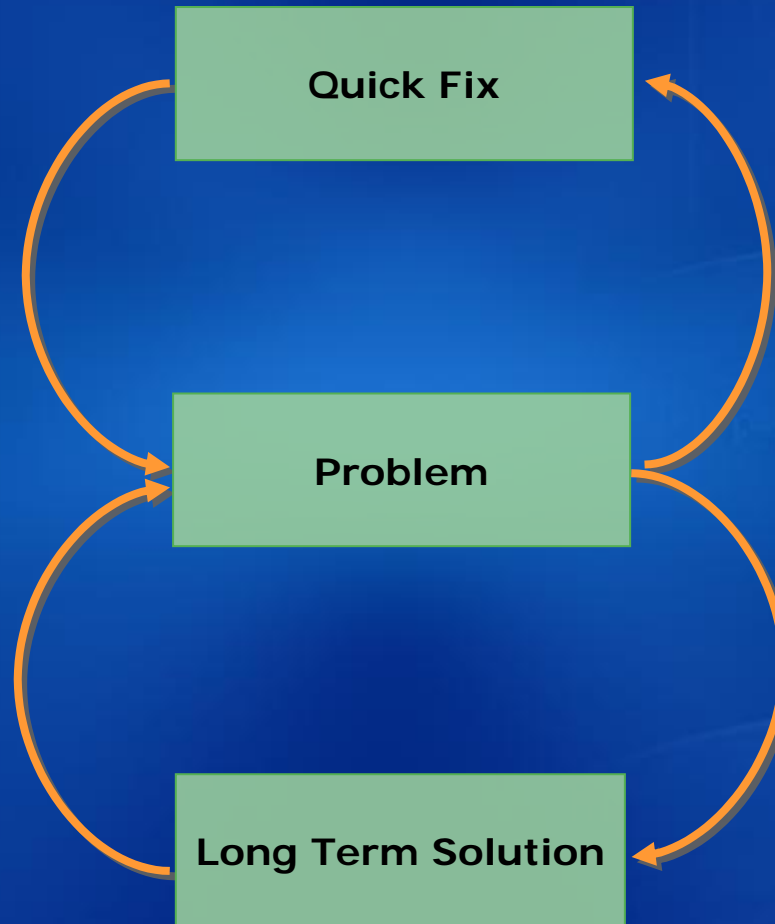
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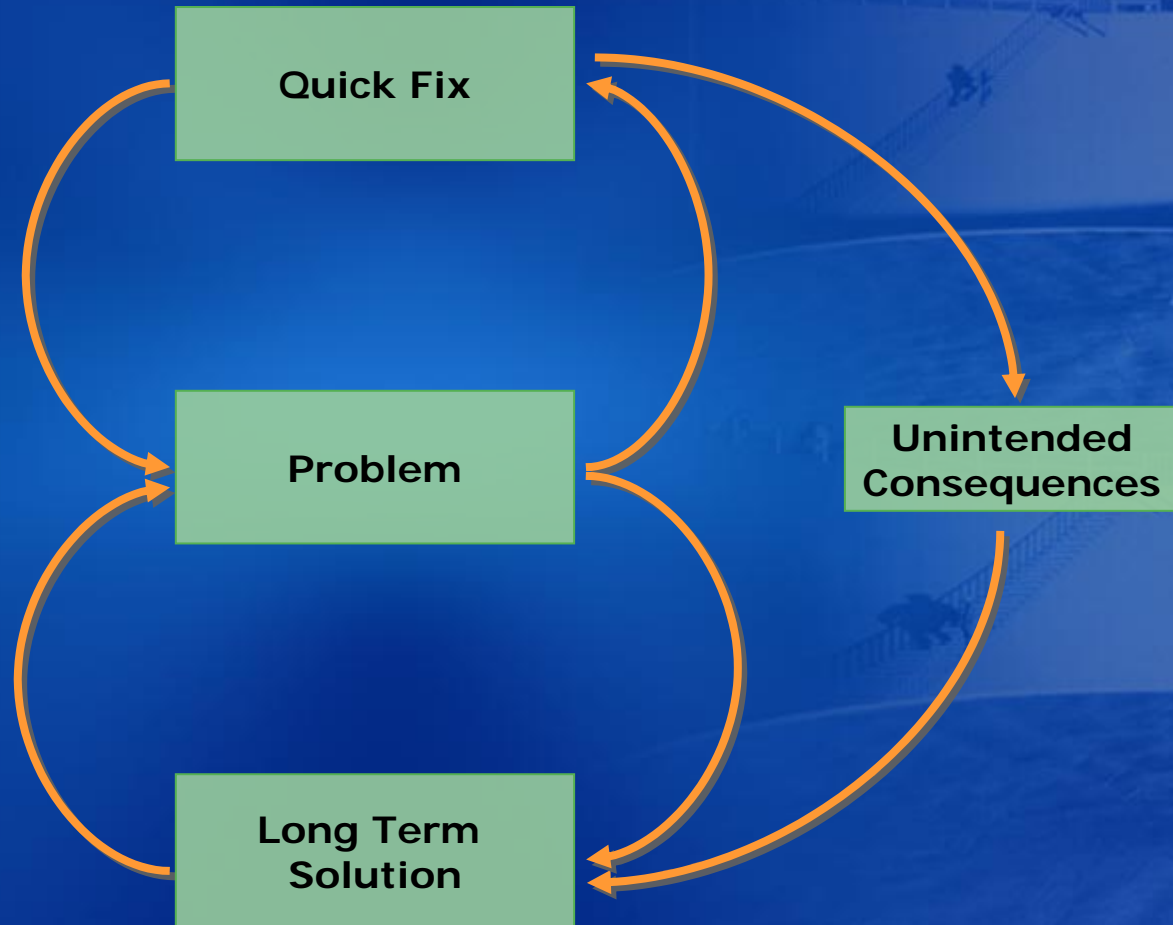
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# Developing an Intervention





# Developing an Intervention



# A process of change

- Build a container
- Stimulate curiosity
- Achieve clarity
- Cultivate compassion
- Develop commitment
- Make the tough choices
- Exhibit courage

